



East County Opportunity Zone

Montgomery County, Maryland

Ashton-Sandy Spring, Spencerville, Burtonsville, Coverly, Fairland, Colesville, Calverton, White Oak, Hillandale



East County Opportunity Zone Safety Net Proposal

The Context

The County Executive has clearly articulated that he wants a strong safety net created in East County during his tenure. This project has been moving forward with his approval through several milestones and checkpoints. The County Council has also expressed an interest in improving service delivery in East County. They have held briefing sessions. The first session was held on May 2, 2016 and the second session took place on July 18, 2016. Since then a large consortium of public-private collaborators have been meeting to identify issues and recommendations and to craft options for the County Executive to consider.

East County, particularly the zip-codes east of Route 29 (20803, 20904, 20866-part or whole), has a median household income that is significantly lower than other areas of the county. The East - East County area is bounded by Route 29 on the West and Prince George's County on the East; by Spencerville Road (MD 198) on the North and New Hampshire Avenue on the South.

The demographics of these two census tracts are largely African American and Continental African. The population here is working poor. What is also striking, in addition to some of these demographic trends, is the significant gaps in services. Residents access health and human services at either the TESS Center in Long Branch or at 8818 Georgia Avenue in Silver Spring. This report attempts to offer options to address these gaps, as well as the significant gaps in service for workforce development/employment education and training for East County residents. The nearest full-service job center is in Wheaton.

East County is going through massive transformation, especially with the approval of the White Oak Science Gateway Master Plan, the Food and Drug Administration expansion, the Route 29 Bus Rapid Transit System construction, the relocation of the Washington Adventist Hospital in North White Oak, Hillandale Gateway Initiative and the proposed County/Percontee Viva White Oak Global Lifescience Development. These economic development opportunities will significantly impact the characteristics of this community.

Residents of East-East County want to take advantage of these opportunities but they will also need support for many of these transformations and as a collective we need to ensure that these changes do not leave the very vulnerable behind in housing affordability, economic opportunities and access to services.

The Assessments and Report Supporting the Work of the East County Opportunity Zone Workgroup

The Director of the Department of Health and Human Services (DHHS), Uma S. Ahluwalia, and the Director of the East County Regional Services Center (ECRSC), Jewru Bandeh, jointly led the strategic process to identify issue areas and recommendations. A list of participants (including their organization affiliation) who made up the East County Opportunity Zone Workgroup (ECOZW) is attached to this report (*Attachment A*).

The participants decided early on that this was not going to be an assessment exercise since several assessments already exist, including the Impact Silver Spring Assessment from 2014 (*Attachment B*), tied to a community grant; the Transportation Assessment (*Attachment C*); the Report from the Food Summit (*Attachment D*); and, the Faith Community Assessment (*Attachment E*) conducted by Mr. Bandeh in partnership with the County Executive's faith liaison Reverend Mansfield Kaseman. These Reports are also attached to this report. The CountyStat office of the Executive Branch, led by Dave Gottesman with extensive support by CountyStat Analyst Dennis Linders, put together a wonderful data package that provides the most significant data points related to demographic trends, poverty, employment, housing, service availability, and transit, among others, to get us started. The CountyStat Data Stack is also attached to this report (*Attachment F*).

The East County Regional Services Center Director, Jewru Bandeh in coordination with CountyStat and Montgomery County Department of Transportation completed an assessment of transit access services and opportunities for East County residents by area, mapping existing transit routes, service hours, and identified gaps in service. This exercise is critical in helping determine appropriate location(s) of service centers and overall transportation planning in alignment with the ECOZW, new economic and community development initiatives in the region by the County.

Key Highlights of the ECOZW and the Process Undertaken

The ECOZW adopted the following principles to guide their work:

- Poverty requires both a safety net strategy and a workforce strategy that creates economic opportunities
- This effort is about the residents' access to services and their empowerment
- The proposal assumes that residents have gifts and talents and connecting residents empowers them and leverages these gifts and talents
- Faith groups are a tremendous asset in East County and these thriving congregations must be part of the solutions – build on existing opportunities such as the strategies being implemented from the Food Summit
- The new White Oak Science corridor effort combined with the new hospital present opportunities for developing the continuum of services for the community's more vulnerable residents
- Coordinating a non-profit and health and human services delivery system is also essential for continued sustainability of the East County Opportunity Zone

- This entire proposal is predicated on a multi-sectoral collaborative aimed at reducing redundancies and duplication and leveraging all assets for maximal effort

With these principles in mind the ECOZW broke into several subcommittees. The reports from these Subcommittees are attached to this report. The Subcommittees included:

- A Governance and Anchoring Protocols subcommittee to create sustainability through management of the implementation of the recommendations of the ECOZW workgroup
- Equity Framework subcommittee to build the framework that will be adopted by all the remaining subcommittees
- Economic Opportunity and Workforce Development Subcommittee
- Faith and Community Organizing Committee
- Health and Wellness Subcommittee
- Philanthropic Approaches Subcommittee
- Positive Youth Development Subcommittee

As the recommendations began to surface from the various workgroups, there were some central themes that emerged.

- It was determined that the County collaborative with this multi-sectoral approach should create a hub and spokes approach to creating and organizing the service delivery network – a central office to provide the base with mobile and community-based outreach sites. This would require the establishment of a non-profit village type of structure to house the central multi-sectoral partnership to lead and support all the proposed strategies in the field; and,
- The entire plan is predicated upon public-private partnerships with incentives and resources leveraged from multiple sectors, schools, and resident-participants themselves.

Factors Defining Success

The ECOZW determined that our success with this effort was predicated upon leveraging what already exists including the approved White Oak Science Gateway Master Plan-related development and other local projects. The move of Washington Adventist Hospital Center to White Oak was pivotal to our discussions. We wanted to seed experiments that supported a deep dive into poverty using a place-based approach, in addition to expanding access to health and behavioral healthcare in East County. As stated above, we wanted to engage our faith partners and build upon their assets and commitment to the less fortunate communities in East County, by using their congregation members and resources. Furthermore, philanthropic organizations came to the table willing to engage and have been participating in the deliberations of the ECOZW with the intent of developing their investment strategy in East County. And, finally, even with the governance framework, the role of HHS and the ECRSC in continuing to lead these efforts was clearly recognized by ECOZW.

Proposed Funding Approach

The workgroup recommends an appropriation of up to \$500,000 for the entire project phased-in by the implementation approach selected. The governance committee will then use a blended prioritization and competition approach to fund strategies identified within this plan by public and private partners. There would also be a clear expectation that each public dollar invested would be leveraged against philanthropic and private dollars and in-kind resources. *This budget only pertains to programming costs not facility costs. We will continue to look for public or low cost options such as renting in faith facilities or in empty store fronts at a bargainable price. This will be a cost that is identified, once at least 3,000sq feet of space and associated square foot cost is identified.*

Options for Implementation

Option One	Three Year Implementation Strategy	Year 1 – Implement of the Hub (200K)
		Year 2 – Implement two satellite sites in addition to the Hub + (\$150K)
		Year 3 – Implement two additional satellite sites if appropriate + (\$150K) Year 3 total = \$500K)
Always move the work as a collaborative continuum to ensure that the three-year implementation is seamless. Adjust the annualized budget request accordingly, with additional consideration for start-up and infrastructure costs in Year 1, and factor in sustainability costs for out-years as well.		
Option Two	Implement Stages of Work	Stage 1 – Implement workforce development approaches first involving youth, single adults, and families in Year 1 (\$200K)
		Stage 2 – Address health and wellness, including behavioral health in Year 2 (+\$200K)
		Stage 3 – Address community strength building in Year 3 (+\$100K) Year 3 total = \$500K
Option 3	Implement the entire proposal in one seamless and uninterrupted work effort.	
Option 4	Do nothing and delay for another year – this is our least preferred recommendation as it has serious consequences: The community has expectations based on the level of effort expended	

Recommendations by SubCommittees

Following is a one-page summarization for each of the SubCommittees. The Reports in their entirety is attached.

Economic Opportunity and Workforce Development SubCommittee

<p style="text-align: center;">What is being proposed?</p> <p><i>Provide consistent, coordinated, and well-advised pop-up job center with integrated services, under shared case-management model, including connections to funding for training and job searches to support the needs of the community</i></p>	
<p style="text-align: center;">Who will deliver the services?</p> <p><i>WorkSource Montgomery (WSM), DHHS, various community-based organizations, including Montgomery College and Gilchrist Center, Interfaith Works, A Wider Circle, and others</i></p>	<p style="text-align: center;">How will the services be delivered?</p> <p><i>Create coaching and mentorship opportunities, encourage local hiring for all redevelopment projects using hiring incentives in priority zip codes for our partners, case management and wrap-around services, building social capital, exploring apprenticeships, and business agreements</i></p>
<p style="text-align: center;">What is being Proposed?</p> <p><i>Industry-focused job and business development</i></p>	
<p style="text-align: center;">Who will deliver the services?</p> <p><i>DHHS, WSM, Healthcare Initiative Foundation, MCAEL, Montgomery College, etc.</i></p>	<p style="text-align: center;">How will the services be delivered?</p> <p><i>Data driven policy and practice focus; and, launch a small medical cohort while exploring career pathways for healthcare</i></p>
<p style="text-align: center;">What is being proposed?</p> <p><i>Build small business and entrepreneurship opportunities by leveraging various programs and the new opportunities that are emerging with the growth and development of robust workforce development and economic development efforts through WSM, and the Montgomery County Economic Development Council (MCEDC)</i></p>	
<p style="text-align: center;">Who will deliver services?</p> <p><i>DHHS, Impact Silver Spring, Montgomery County Latino Economic Development Council, WorkSource Montgomery, and MCEDC</i></p>	<p style="text-align: center;">How will services be delivered?</p> <p><i>Continue to build on opportunity circles, replicate strategy to build trade cooperatives model, and leverage funding from state and philanthropic organizations</i></p>
<p style="text-align: center;">What is being proposed?</p> <p><i>Improve accessible, affordable, and high quality childcare options for residents who need to go to work, and build business capacity for family impact practices using a strong generational poverty alleviation approach</i></p>	
<p style="text-align: center;">Who will deliver services?</p> <p><i>County policymakers, DHHS, Montgomery County Public Schools (MCPS), childcare providers and advocates, employers and businesses – in essence the Early Childhood Continuum</i></p>	<p style="text-align: center;">How will services be delivered?</p> <p><i>Implement the new childcare strategic plan under the auspices of the Child Care Policy Officer</i></p>

Faith and Community-based Engagement SubCommittee

What is proposed	
<i>Close the resource gap and address need expressed by faith, youth, and food service groups for more coordination and synergy in order to build on the existing assets of the East County community, which include diverse residents with their many gifts, skills, and aspirations</i>	
What is the task? <i>Close the resource gap by building on existing community assets, engaging the community residents, and utilizing faith partnerships</i>	How will this be done? <i>Convene and host regularly faith group meetings; Build relationships and strengthen connections amongst residents, including Breaking Bread dinners and coffee chats; and, Convene and host regular network nights to create new opportunities and to strengthen youth programming</i>

Who will do the work: Faith partners, Interfaith Works, Impact Silver Spring, Manna Food

Health and Wellness SubCommittee

Build a comprehensive social services network that is available to the most populated residential areas of East County

What is being proposed? <i>Create a one-stop center for health and wellness services</i>	
Who will deliver the services? <i>MobileMed, Adventist HealthCare, African American Health Program (AAHP), MANNA, Family Services, Inc., HHS, Department of Recreation, others</i>	How will the services be delivered? <i>Build a short-term safety net to centralize multiple supports and outreach and then work towards a culturally and linguistically competent hub and spokes services delivery model</i>
What is being Proposed? <i>Strengthen transportation services in East County – increase transportation services to less-wealthy residents thereby connecting them to employment, social, and health services as needed</i>	
Who will deliver the services? <i>Montgomery County Department of Transportation, Metro through WMATA, taxi and Uber, JCA, others</i>	How will the services be delivered? <i>Add to existing bus routes, identify other low cost transportation options</i>
What is being proposed? <i>Expand access to food</i>	
Who will deliver services? <i>MANNA, Capital Area Food Bank, Brown Bag and Family Market Sites, MCPS weekend food markets, etc.</i>	How will services be delivered? <i>Follow recommendations in the Food Security Plan, redirect distribution sites closer to, or co-located with, other social services</i>
What is being proposed? <i>Provide community-based wellness services through a multi-sectoral approach</i>	
Who will deliver services? <i>Adventist HealthCare, Department of Recreation, health promotion and prevention providers to including the AAHP and others</i>	How will services be delivered? <i>Coordinate with and strengthen service delivery amongst all providers</i>
What is being proposed? <i>Enhanced dental services for East County Residents</i>	
Who will deliver the services? <i>Muslim Community Center Dental Services (MCC)</i>	How will services be delivered? <i>Provide increased funding to MCC to increase access to dental programs for low income residents in East County, especially adult populations and those without insurance</i>

Health and Wellness SubCommittee *(Continued)*

What is being proposed? <i>Increased access to Medicaid providers for primary healthcare services</i>	
Who will deliver the services? <i>MobileMed and DHHS</i>	How will services be delivered? <i>Invest in more resources to improve access to care</i>
What is being proposed? <i>Improve the delivery of mental health services</i>	
Who will deliver the services? <i>National Center for Children and Families, FSI, MobileMed, AAHP, DHHS Behavioral Health and Crisis Services, and Adventist HealthCare</i>	How will services be delivered? <i>Various providers will coordinate with one another to increase the collective capacity and provide expanded services in the following areas: outpatient and wellness services; coordinated and integrated primary care and behavioral health services; youth trauma services; additional wellness outlets for yoga, spiritual and emotional health, stress and anger management, etc.</i>
What is being proposed? <i>Programs to address multiple chronic diseases for seniors.</i>	
Who will deliver the services? <i>Adventist HealthCare</i>	How will services be delivered? <i>Hospital- and community-based chronic disease prevention and management education, and coordination of resources and outreach activities among County hospitals to minimize gaps and duplicative services</i>

Philanthropic Strategies SubCommittee

What is being proposed? <i>Increase awareness of the needs and opportunities in this area of the County</i>	
Who will deliver the services? <i>The Community Foundation in Montgomery County will lead and collaborate with other funders to create awareness</i>	How will services be delivered? <i>Host visible opportunities to the needs and opportunities to invest and help create a strong anchor non-profit in the East County neighborhood</i>
Who will deliver the services? <i>The Community Foundation in Montgomery County will lead and collaborate with other funders to implement the strategies</i>	How will services be delivered? <i>A philanthropic strategy can only be developed after the key government and non-profit partners design a coordinated, sustainable plan for the East County workforce and safety-net system that includes opportunities for private funders to provide catalytic support</i>

Positive Youth Development SubCommittee

<p style="text-align: center;">What is being proposed?</p> <p style="text-align: center;"><i>Provide positive youth development services especially during times of the day and night that present particular opportunities to engage youth meaningfully</i></p>	
<p style="text-align: center;">Who will deliver the services?</p> <p style="text-align: center;"><i>DHHS, Department of Recreation, Collaboration Council, Montgomery County Police Department, Arts on the Block, Strathmore, and others</i></p>	<p style="text-align: center;">How will services be delivered?</p> <p style="text-align: center;"><i>A consistent safe space is created for youth to access services and programming; create a Police Athletic League; create a community arts Showcase; offer more dynamic recreational programs; increase mentoring programs; expand the Strathmore East County Initiative in schools, faith communities, and county/community recreational programs</i></p>
<p style="text-align: center;">What is being proposed?</p> <p style="text-align: center;"><i>Increased opportunity for youth education and employment (supported by the Economic Opportunity and Workforce Development SubCommittee)</i></p>	
<p style="text-align: center;">Who will deliver the services?</p> <p style="text-align: center;"><i>Montgomery College, Maryland Multi-Cultural Youth Center, WSM, GapBusters, Department of Recreation, East County Regional Services Center, and MCPS</i></p>	<p style="text-align: center;">How will services be delivered?</p> <p style="text-align: center;"><i>Coordinate and improve workforce services for youth including mentorship, internship, college scholarships, and technical education opportunities</i></p>
<p style="text-align: center;">What is being proposed?</p> <p style="text-align: center;"><i>Offering youth wellness opportunities</i></p>	
<p style="text-align: center;">Who will deliver the services?</p> <p style="text-align: center;"><i>All wellness services providers</i></p>	<p style="text-align: center;">How will services be delivered?</p> <p style="text-align: center;"><i>By offering more community events targeting youth and ensuring coordination across providers and consumers to prevent duplication of effort and maximize the utilization of collective assets</i></p>

Attachment A

Participant List for East County Opportunity Zone Workgroup

Bruce Adams , Director County Executive's Office of Community Partnerships	Ellie Giles , Executive Director WorkSource Montgomery
Sara Black , Administrator Special Needs Housing DHHS	Anna Hargrave , Executive Director Community Foundation of Montgomery County
Gabriel Albornoz , Director Department of Recreation	Amanda Harris , Chief Special Needs Housing DHHS
Erin Anderson A Wider Circle	Yvonne Iscandari Office of Eligibility and Social Supports DHHS
Joshua Watters , Analyst OMB	Mansfield Kaseman , Faith Liaison County Executive's Office of Community Partnerships
JoAnn Barnes , Chief Children, Youth and Family Services DHHS	Jay Kenney , Chief Aging and Disability Services DHHS
Mark Bergel , Executive Director A Wider Circle	Daniel Koroma , African Liaison County Executive's Office of Community Partnerships
Marc Bloom Adventist HealthCare	Betty Lam , Chief Office of Community Affairs DHHS
Angela Cabellon , Deputy Chief Children, Youth and Family Services DHHS	Marilyn Lynk Adventist HealthCare
Luis Cardona Youth Violence Prevention Coordinator DHHS	Kylie McLeaf , Executive Director Family Services, Inc.
Sheryl Brissett Chapman , Executive Director National Center for Children and Families	Shane Rock , Executive Director Interfaith Works
Jackie DeCarlo , Executive Director MANNA FOOD CENTER	Jayne Park , Executive Director Impact Silver Spring
Wendy Enderson Family Services, Inc.	Sharon Strauss Community Action Agency DHHS
Ken Flemmer , Executive Director Adventist Community Services of Greater Washington	Pearline Tyson Neighborhood Opportunity Network DHHS
Leslie Frey , Legislative Liaison Department of Health and Human Services DHHS	Erik Wangsness Adventist HealthCare
Jonathan Brice , Associate Superintendent Montgomery County Public Schools	Karla Indira Silvestre , Director Comm Engmt Montgomery College

East County Equity and Cultural Competency Workgroup

I. Philosophical Framework

As a “helping, trauma informed” community ourselves, we are committed to transition from a focus on power and control to a focus instead on forging trusting relationships which inspire hope and positive change in the community we serve.

II. Change Principles

- 1. We must be with the community, as a community, to build humane capacity*
- 2. Through an ongoing process, we will ensure mutually, inclusivity, and reciprocity with those we join*
- 3. The relationship with the community will be culturally competent and based on knowledge gained through continuous engagement*
- 4. Our focus is on expanding individual and family choice and opportunity*

III. Questions for culturally specific organizational and team assessment

- 1. How compatible is Principle #1 with your current organizational culture and “how you show up?”*
- 2. What practice does your organization embrace which validate community, family, and individual self-determination and empowerment?*
- 3. How nimble, compatible and effective is your organizational structure, practices and policies with facilitating continuous individual/family and community engagement?*
- 4. What are the culturally-specific, community endorsed program outcomes which drive measurable improvement and positive results?*

East County Governance Workgroup Recommendations

I. The Networked Governance Structure will: consist of 13-15 members

- *Regulate the services collaborative that will be stood up*
- *Collectively monitor this collaborative effort with a collective impact lens*
- *Ensure that all voices are heard*
- *Ensure effective community engagement*
- *Ensure that it is nimble in its responsiveness*
- *Sustain a strong public-private shared effort with strong leveraging of resources from all sectors*
- *Identify priorities and support grant making*

II. Proposed Governance Structure

- **Membership by Sectors:**
 - ✓ *Public agency;*
 - ✓ *Social Services*
 - ✓ *Health*
 - ✓ *Behavioral Health*
 - ✓ *Food Security*
 - ✓ *East County Advisory Board*
 - ✓ *Resident and Community Member*
 - ✓ *Hospital*
 - ✓ *Youth Services*
 - ✓ *Youth representative*
 - ✓ *Faith community representative*
 - ✓ *Community Organizer*
 - ✓ *Philanthropy*
 - ✓ *Education*
 - ✓ *Workforce Development*

Economic Opportunity and Workforce Development SubCommittee

Issue Area	Identified Opportunities and Resources	Identified Gaps	Strategy Proposed	Who is Proposed Lead	Proposed Schedule for Implementation
Training/Education/Skills Development – Client focused	<ul style="list-style-type: none"> ▪ ECRC – connection to MCCC ▪ A Wider Circle – provides workshops, bootcamps, professional wear ▪ Interfaith Works – specific model ▪ Churches – (Reid Temple – the largest church), mosques, temples – offer programming around workforce development, wrap around services ▪ Ability of languages other than English ▪ Multiple resources to be aligned – alliances formed ▪ Population of individuals that do not need engagement 	<ul style="list-style-type: none"> ▪ Coaching and mentorship opportunities ▪ External social connections to build social capital ▪ Wraparound services to compliment training ▪ English specific workforce needs ▪ Skill development and on the job training for all residents ▪ Support for immigrants who have credentials, but are underemployed ▪ Educate employers on the benefits of hiring skilled immigrants ▪ Explore the benefits of apprenticeship programs 	RECOMMENDATION 1 Provide consistent and well-advertised pop-up (mobile) job center services including connections to funding for training and job search to support the needs of the community with integrated services from HHS and various CBOs including Montgomery College and the Gilchrist Center (list the others)	Ellie Giles, WorkSource Montgomery (WSI) and consortium partners	April 2017
Job and Business Development – Industry Focused	<ul style="list-style-type: none"> ▪ Emerging/breakout industries ▪ MCCC activities: Child care, food service/culinary arts ▪ Food and Drug Administration is a potential program 	<ul style="list-style-type: none"> ▪ Relationships need to be developed with the business community ▪ Training programs immediately yielding a job ▪ Career Pathways for specific industries, such as healthcare 	Recommendation 2 Provide new data analytics to drive policy and practice Recommendation 3 Launch a small medical cohort while exploring	Angela Cabellon, DHHS/Board of Social Services; Dennis Linders, CountyStat; Kathy Stevens, MCEAL; Crystal Townsend, HealthCare Initiative Foundation	Immediate and Ongoing

Issue Area	Identified Opportunities and Resources	Identified Gaps	Strategy Proposed	Who is Proposed Lead	Proposed Schedule for Implementation
		<ul style="list-style-type: none"> ▪ Explore the benefits of apprenticeship programs ▪ Communication for the workforce 	<p>Positive Career Pathways for HealthCare</p> <p>Additional Recommendations</p> <ul style="list-style-type: none"> ▪ Identify additional industries and businesses to prioritize for engagement to hire our target population and engage the Chamber of Commerce in engagement ▪ Identify any incentives (like tax breaks) for employers 		
Entrepreneurship	<ul style="list-style-type: none"> ▪ LEDC – provides investment funds (micro loans) and training ▪ Crossroads ▪ VITA ▪ Financial Institutions ▪ Well vetted and ethical for profit small businesses ▪ Montgomery College has offered entrepreneurship classes in East County 	<ul style="list-style-type: none"> ▪ Supporting microbusinesses ▪ Navigating processes for business ownership ▪ Incubators ▪ Coaching and mentorship opportunities ▪ Networking available to promote new businesses ▪ Market analyses for entrepreneurs ▪ Access to capital to start business 	<p>Recommendation 4</p> <p>Continue to build on Opportunity Circles and leverage collective funding</p>	Jayne Park, Impact Silver Spring Angela Cabellon, DHHS	Begin November 2016
Childcare	<ul style="list-style-type: none"> ▪ Listening sessions are currently underway ▪ County Council is exploring options for the Working Parents Assistance Program 	<ul style="list-style-type: none"> ▪ Subsidy capacity ▪ Information sharing 	<p>Recommendation 6</p> <p>Support Legislative and Administrative Efforts to Expand the Income Subsidy Tables</p>	<p>Lawmakers (DHHS in coordinating/tracking role)</p> <p>Leslie Frey to provide legislative updates</p>	TBD

Issue Area	Identified Opportunities and Resources	Identified Gaps	Strategy Proposed	Who is Proposed Lead	Proposed Schedule for Implementation
	<ul style="list-style-type: none"> There are efforts for statewide legislation to amend the subsidy tables 		<p>Additional Recommendations for consideration: Review Early Childhood Strategic Plan and develop mechanism to implement those recommendations</p> <p>Encourage representation from a parent and provider to build the case for the need for quality and affordable childcare in the County</p> <p>Provide one FTE (Social Worker) to coordinate services for participants to ensure all aspects of need are addressed including the need for child care</p> <p>Train and support people in the East County that want to establish licensed in-home day cares</p>	<p>Monica Ortiz and Yvonne Iscandari to provide additional information</p> <p>New Social Worker Position created and under recruitment</p> <p>CYF Administrators (Yvonne Iscandari and Lisa Merkin) responsible for this</p>	By 2/17
Youth	<ul style="list-style-type: none"> “Yes” program through the Department of Recreation MCPS – offers programs and apprenticeships White Oak High School – a fraternity student group offers mentoring opportunities Positive Youth Development directs some youth to workforce opportunities 	<ul style="list-style-type: none"> Career development opportunities Underutilization of the recreation center to address workforce needs Coaching and mentorship opportunities Explore and identify businesses willing to engage in Apprenticeship programs 	<p>TBD – East County Youth Workgroup to provide feedback to Workforce workgroup*</p> <p>Consider having WSM make this connection with DLLR</p>	TBD	TBD

Issue Area	Identified Opportunities and Resources	Identified Gaps	Strategy Proposed	Who is Proposed Lead	Proposed Schedule for Implementation
		(The State of MD DLLR just won a \$2,000,000 grant for this purpose. How can Montgomery County connect with DLLR to ensure we get a portion of this grant allocation even if it's for East County, along)?			

Faith and Community Organizing SubCommittee

Issue Area	Identified Opportunities and Resources	Identified Gaps	Strategy Proposed	Who is Proposed Lead	Proposed Schedule for Implementation
Faith, youth, and food service groups have expressed the need for more coordination and synergy in order to build on the existing assets of the East County community, which include diverse residents with their many gifts, skills, and aspirations	<ul style="list-style-type: none"> IMPACT's current network on East County residents who comprise of the "East County Collective." The East County Collective has a core membership of about 10 residents, and connects with many more neighbors through several action projects including a youth engagement project with non-profit Arts on the Block Interfaith Works in well-connected to a number of the prominent congregations in the area. Each of these thriving congregations both represent and serve large numbers of people in the East County area Approximate a dozen East County congregations partner with MANNA FOOD CENTER to donate food or funds. MANNA FOOD CENTER distributes food to East County residents weekly at the East County Regional Services Center At the April Food Summit, Rainbow Community Development Center and 	In order to expand and strengthen the resident/faith network, IMPACT will need to add one .75 FTE staff at a cost of \$36,000 (not including fringe and overhead). Interfaith Works and Manna Food Center will each need to add one .75 FTE staff at a cost of \$37,500 (not including fringe and overhead). Additional programmatic funds estimated to be \$25,000 will be needed to facilitate and support collaboration with residents, congregations, other non-profits, and other stakeholders	<ul style="list-style-type: none"> Convene and host regular faith group meetings, through which faith groups will be introduced to equity framework and principles and supported in coordination efforts 	Interfaith Works and MANNA FOOD CENTER, with support from IMPACT	Monthly or quarterly
			<ul style="list-style-type: none"> Build relationships with and strengthen connections among residents who are accessing services from faith groups and food distribution sites by: <ul style="list-style-type: none"> Hosting regular, on-site coffee chats; Convening and hosting Breaking Bread dinners Connecting residents into IMPACT's East County Collective 	IMPACT	Monthly?
			<ul style="list-style-type: none"> Convene and host regular Network Nights where residents, youth, faith groups, and providers can regularly connect, share updates, field new ideas, build relationships, and generate new activities and opportunities – 	MANNA	Monthly?
				IMPACT, with support from Interfaith Works and MANNA	Monthly or quarterly

Issue Area	Identified Opportunities and Resources	Identified Gaps	Strategy Proposed	Who is Proposed Lead	Proposed Schedule for Implementation
	<p>other peer organizations shared their work with faith groups in East County. Capital Area Food Bank, for example, has at least a dozen congregational partners. MANNA FOOD CENTER and CAFB are currently serving on the Steering Committee for the creation of a Five Year Strategic Plan to Achieve Food Security, which will be drafted by December 15, 2016. This work, as well as that done by Jewru Bandeh is resulting in the creation of maps on food and faith networks</p> <ul style="list-style-type: none"> ▪ Building on IMPACT's Model of community engagement, in 2015 MANNA FOOD CENTER created Breaking Bread, gathering people around meals to nurture dialogue around critical issues, such as race, class, and a culture of dependency, that create or contribute to hunger and food insecurity in our community. Breaking Bread, with technical assistance from IMPACT, can be activated with Interfaith Works congregations and other non-profits such as Adventist Community Services 		including creation of more youth programming		

Health and Wellness SubCommittee

Issue Area	Identified Opportunities and Resources	Identified Gaps	Strategy Proposed	Who is Proposed Lead	Proposed Schedule for Implementation
"One-Stop" Center for Health and Wellness Services	<ul style="list-style-type: none"> ▪ Mobile Med –provides array of primary care services ▪ Adventist HealthCare – provides culturally/linguistically appropriate, community-based health & wellness outreach and education ▪ AAHP – health & wellness programming ▪ Manna Food Center– satellite food distribution centers & nutrition education ▪ Family Services, Inc. – P/T client service/outreach coordinator ▪ MoCo DHHS – F/T case manager/community outreach coordinator ▪ Department of Recreation – Excel Beyond the Bell (EBB) <ul style="list-style-type: none"> ○ Here are some of the activities we have available in EBB: ○ Career exploration ○ Leadership and civil engagement Science, Technology, Engineering, and Math 	<ul style="list-style-type: none"> ▪ Currently there is not a centralized location that is accessible to the community to obtain comprehensive & continuum of services to address health & wellness ▪ Links between service providers where office information is accessible and shared (Days/Hours of Operation, Referral Process, etc.) 	<ul style="list-style-type: none"> ▪ <u>Short Term:</u> <ul style="list-style-type: none"> ○ Coordinate with existing entities to build a short term safety net location for the East County region to centralize multiple support services and outreach <u>Long Term</u> Build a culturally and linguistically competent level of services that are strategically located, meets the needs of our multiple communities, and address/overcome stigma associated with health access 	Montgomery County DHHS and Lead Team (TBD)	In Process

Issue Area	Identified Opportunities and Resources	Identified Gaps	Strategy Proposed	Who is Proposed Lead	Proposed Schedule for Implementation
	<ul style="list-style-type: none"> ○ Creative arts Sports and physical activity 				
Expansion of Food Access	<ul style="list-style-type: none"> ▪ Manna Food Center – 2 satellite distribution locations in 20904, including food pantry at Colesville Presbyterian Church & weekly distribution site at East County RSC ▪ Capital Area Food Bank Mobile Market, Brown Bag, and Family Market sites ▪ Currently there are 22-23 food markets, with the possibility of 5-7 more to be established within East County. ▪ MCPS “weekend” food program for students, including the Summer Meals Program 	<ul style="list-style-type: none"> ▪ Access to fresh food is important and lacking in East County ▪ Provide fresh foods that fits the population’s cultural backgrounds and needs ▪ Need for greater transportation of resources ▪ Need to include middle and high school students in the food plans, not just focus on elementary school students. ▪ Most older children will go without food so their younger siblings and parent(s) can eat – results in hunger, malnutrition and crime (kids will “steal food” in order to eat 	<ul style="list-style-type: none"> ▪ Prioritize census tracts/other neighborhoods identified in Manna’s 4P report and by the forthcoming Food Security Plan ▪ Use existing data (map attached) to better utilize Manna’s fleet of vehicles to transport food to needed locations ▪ Redirect existing distribution site(s) to indoor spaces close to other social services <ul style="list-style-type: none"> ○ Modify Manna Food distribution site and convert it into a choice pantry (predicted to be better for health outcomes, more cultural appropriateness and dignity, etc.) ○ Create a more welcoming food distribution environment, to include secured food storage, display of food items, staffing, volunteers, transportation, etc. ○ Modification plan would include the purchase of food from 	Manna Food Center	On-going

Issue Area	Identified Opportunities and Resources	Identified Gaps	Strategy Proposed	Who is Proposed Lead	Proposed Schedule for Implementation
			<p>Capital Area Food Bank and other wholesale resources</p> <ul style="list-style-type: none"> ▪ Utilize the convening power of the Food Council's Food Recovery and Access Working group to develop stronger coordination between food assistance organizations. ▪ Invite Capital Area Food Bank representative to join work group ▪ Map out where the current (and future) food markets are located in relation to highly populated areas in East County reporting the most need ▪ Level of food insecurities for kids increase over long breaks (winter, spring, summer, Snow Days, etc.) Expand the current food programs for MCPS students – to include all ages – to address times when students are away from school for longer periods of time and do not have access to a reliable food source ▪ Generate "Agriculture Gardens" – residents grow vegetables which will provide fresh food options for their community. 		

Issue Area	Identified Opportunities and Resources	Identified Gaps	Strategy Proposed	Who is Proposed Lead	Proposed Schedule for Implementation
			Involve youth – teach them about growing healthy foods, ways to prepare the foods grown, etc.		
Health & Wellness Education	<ul style="list-style-type: none"> ▪ Adventist HealthCare ▪ Department of Recreation – Excel Beyond the Bell (EBB) <ul style="list-style-type: none"> ○ Here are some of the activities we have available in EBB: <ul style="list-style-type: none"> - Career exploration Leadership and civil engagement Science, Technology, Engineering, and Math - Creative arts Sports and physical activity 	<ul style="list-style-type: none"> ▪ Lack of a centralized location for residents to receive “wellness checks” and receive educational services regarding healthcare 	<ul style="list-style-type: none"> ▪ Partner with community and faith-based organizations to provide community-based wellness services and support in response to community identified needs ▪ Coordinate resources and outreach among county hospitals to minimize gaps as well as duplicative efforts ▪ Strengthen wellness services for seniors and youth groups 	Adventist HealthCare, Montgomery County Hospital Workgroup; Department of Recreation	On-Going
Transportation	<ul style="list-style-type: none"> ▪ Bus (Ride-On, Metro) ▪ Taxi ▪ Uber 	<ul style="list-style-type: none"> ▪ Limited bus routes and poor access from highly populated residential areas to service providers. ▪ Weekend transportation to major health providers 	<ul style="list-style-type: none"> ▪ Identify public transportation routes in relation to % of residents living in poverty ▪ Compare areas where individuals/families living in poverty reside to where health & wellness providers are located ▪ Determine other low/no cost options of transportation in order to support residents who 	East County Regional Service Center and team	In Process

Issue Area	Identified Opportunities and Resources	Identified Gaps	Strategy Proposed	Who is Proposed Lead	Proposed Schedule for Implementation
			utilizes multiple providers across the region		
Dental Health (adults)	<ul style="list-style-type: none"> ▪ Muslim Community Center – dental service 	<ul style="list-style-type: none"> ▪ Dental programs are difficult to access due to office locations – shortened days and hours of operation ▪ Low income residents with health insurance do not have dental coverage ▪ Insurance for children seem to be adequate, but not for adults 	<ul style="list-style-type: none"> ▪ Identify dental clinics/programs available in the area ▪ Access to Dental Programs for low income residents seems to be an issue throughout the county. Find ways to bring in additional resources to the region that would provide comprehensive coverage for the adult population 		
Increased Medicaid Access	<ul style="list-style-type: none"> ▪ MobileMed ▪ MoCo DHHS 	<ul style="list-style-type: none"> ▪ Identify other health providers who accept Medicaid, and will be included within the “One-Stop” Shop ▪ Accessibility to limited health care providers that accepts Medicaid within the East County ▪ Need to increase the # of locations where Medicaid clients can obtain health services, or increase the number of providers who can accept Medicaid that is easily accessible 			On-going
Mental Health Services	<ul style="list-style-type: none"> ▪ NCCF – Behavioral Health Services ▪ Family Services, Inc. – Behavioral Health & Substance Abuse Counseling Services ▪ MobileMed 	<ul style="list-style-type: none"> ▪ Lack of mental health services/providers in highly populated zip codes ▪ Youth do not have a safe & centralized located to receive services when coping with traumatic events 	<ul style="list-style-type: none"> ▪ Outpatient wellness services; Coordinated and integrated primary care and behavioral health care services in one location ▪ Create a safe space for youth to seek support 	Family Services, Inc.	On-going

Issue Area	Identified Opportunities and Resources	Identified Gaps	Strategy Proposed	Who is Proposed Lead	Proposed Schedule for Implementation
	<ul style="list-style-type: none"> ▪ AAHP ▪ Adventist HealthCare 		<p>when dealing with a traumatic life event or grief</p> <ul style="list-style-type: none"> ○ Coordinate support groups for youth to help them deal with life crisis, anger management, grief, trauma, etc. ○ Identify additional health & wellness outlets – yoga, spiritual, emotional health, stress management, etc. 		
Addressing multiple chronic diseases for seniors	<ul style="list-style-type: none"> ▪ Adventist HealthCare 	<ul style="list-style-type: none"> ▪ Need to provide more services for addressing multiple chronic diseases for the senior population 	<ul style="list-style-type: none"> ▪ Hospital – and community-based chronic disease prevention and management education (pre-diabetes, diabetes, blood pressure screening, cancer screening and outreach) ▪ Coordination of resources and outreach activities among county hospitals to minimize gaps as well as duplicative efforts 	Adventist HealthCare, Montgomery County Hospital Workgroup	On-going
Outreach to East County's Diverse Communities	<ul style="list-style-type: none"> • Faith-Based Communities • County Departments and Agencies 	<ul style="list-style-type: none"> • Open dialogues with culturally diverse community members who seek community clinics for primary health care access (diabetes education, chronic diseases, breast feeding, etc. • Identify community leaders who can play the role of liaison between the working group 		East County Regional Center – Office of Community Partnerships; DHHS; Department of Recreation	On-Going

Issue Area	Identified Opportunities and Resources	Identified Gaps	Strategy Proposed	Who is Proposed Lead	Proposed Schedule for Implementation
		efforts and the interests and energies of the residents			

Attachment L

Philanthropy SubCommittee

Issue Area	Identified Opportunities and Resources	Identified Gaps	Strategy Proposed	Who is Proposed Lead	Proposed Schedule for Implementation
Lack of awareness of the needs and opportunities in this area of the County	<ul style="list-style-type: none"> Strong non-profits are at the table, looking for strategies on how to deepen their presence. They can make the case to their donors about the importance of increasing their work in this area. Strong faith community which can be mobilized for donations and volunteers 	There is no anchor safety-net non-profit with a physical presence in the East County area	Host visibility opportunities to draw attention to the needs and opportunities to invest	Anna Hargrave The Community Foundation of Montgomery County	Early 2017 (Develop schedule once non-profit – government plans are solidified)
Targeted coordinated investments to help build a stable, effective East County safety-net and workforce system (i.e. not just funding individual groups)	<ul style="list-style-type: none"> Non-profits and government are at the table, exploring new ways to change the safety-net and workforce systems to function more effectively together 	Noted above	A philanthropic strategy can only be developed after the key government and non-profit partners design a coordinated sustainable plan for the East County Workforce and safety-net system that includes opportunities for private funders to provide catalytic support	Anna Hargrave The Community Foundation in Montgomery County	Early 2017

Attachment M

Positive Youth Development SubCommittee

Issue Area	Identified Opportunities and Resources	Identified Gaps	Strategy Proposed	Who is Proposed Lead	Proposed Schedule for Implementation
Positive Youth Development	<ul style="list-style-type: none"> Street Outreach Network YES Program 4 Recreation Community Centers are within 10 minutes from each other (East County, Good Hope, White Oak and Francis Scott Key) Mentoring programs such as Alpha Phi Alpha; Evening school classes available at Paint Branch HS; East County area has 6 PCCs dedicated to the area, Decrease in gang activity and involvement due to SON 	<p>Youth need a “safe space” to engage in positive life affirming activities on weekends during late night and evening hours.</p> <p>The need for a Police Athletic League</p> <p>The need for Community Art showcase that lift up strengths of youth in community</p> <p>More dynamic recreational program (such as hiking trips)</p> <p>Increase mentoring programs</p>	<p>Provide a consistent weekend safe space where youth could engage in positive life affirming activity</p> <p>Engage MCPD Community Outreach to explore the possibility</p> <p>Engage County Youth arts programs like Arts on the Blocks, Class Acts, Imagination Stage, Taking back our Communities to explore further</p> <p>Engage Youth, Recreation, and SON to explore further</p> <p>Expand the current Alpha Phi Alpha Mentoring Program</p> <p>Expand Liberty’s Promise Program for immigrant youth in East County</p>	HHS, MCPD, RECREATION, MCPS, NON-PROFITS	
Youth employment	<p>Montgomery College offering job training; Workforce Development offers classes to all populations; Community Engagement</p> <p>Department of Recreation offers job training program</p>	<p>Dire need for jobs especially for African American youth. Several youth talked about having to travel far to apply for jobs only to not get hired</p> <p>There is need to create more youth entrepreneurship opportunities</p>	<p>Community Arts showcase that would provide opportunities for youth to make money off the sale of the art they produce</p> <p>Facilitate discussions with East County Consortium</p>	Arts funded non-profits Department of Recreation Workforce development lead entities	

		<p>Engage MCPS in offering youth more internship opportunities</p> <p>Encourage businesses in East County (especially Briggs Chaney) to hire youth</p>	<p>administrators to utilize Recreation youth job readiness program</p> <p>Engage with Angela Cabellon in Workforce group to brainstorm on possible strategies</p>		
Education	Montgomery College offers scholarships through Foundations	Need for interaction with College Students as Mentors – Counseling services are made available especially to at-risk and vulnerable youth.		Montgomery College	
Wellness	Farmers Market Capital Regional Food Bank	<p>More Health and Wellness programs that focus on healthy eating as well as food pantries for low income families</p> <p>Provide services that teach coping skills to address trauma experienced by youth</p>		<p>MANNA FOOD CENTER and other lead agencies responding to the recommendations of the food summit</p> <p>Mental health provider agencies such as Family Services and HHS BHCS</p>	

Post script:

A Wider Circle came in with a separate proposal with three options. I have attached their proposal separately. Options 1 and Options 2 offered by A Wider Circle can be absorbed within the larger proposal outlined for the ECOZW. However, Option 3 requires almost \$500K and is not feasible under the options laid out in the report. However, this third option is the one for which Steve Silverman has been working with a private donor to support East County work by A Wider Circle. I therefore wanted to call this out for your review but is not part of the report that will be circulated for the general public. .